

API FY 2010 Business Plan

Policy

Introduction

Advancing the nation's longstanding leadership in the global arena is a primary responsibility of the Office of International Aviation (API). Our staff encourages, promotes and facilitates the adoption of FAA policies and practices worldwide. API's critical role is ensuring the international activities of FAA's lines of business and staff offices are integrated. The API staff brings safety and efficiency to millions of passengers each year as we arrange highly regarded technical assistance and training and work to harmonize global standards so passengers can benefit from a seamless air transportation network. In FY 2010 our challenges include: - identifying international priorities for the FAA, - promoting NextGen as the agency moves forward in its commitment to expand the use of those concepts, technologies and procedures internationally, - increasing FAA's leadership presence by establishing a second office in Latin America, and - improving our support of the International Civil Aviation Organization (ICAO) by coordinating FAA's work with the Industry Safety Strategy Group (ISSG) for the Global Aviation Safety Road Map. Through our strategic activities in FY 2010, we are committed to supporting Presidential safety programs in Afghanistan, Africa, and Iraq and building mutually beneficial partnerships with civil aviation organizations in the Middle East, China, India and Latin America. We will continue to support creating government-industry partnerships and strengthening the capabilities of regional aviation authorities and organizations through technical assistance and training. We will collaborate with the Office of Energy and Environment in demonstrating best U.S. environmental practices and work across the lines of business to identify projects funded by donor organizations which will strengthen the global aviation infrastructure. We will continue our core activities to build and maintain bilateral and multilateral relationships, support FAA senior leadership in achieving U.S. objectives, and negotiate agreements that improve safety and efficiency worldwide.

Overview

API helps the line organizations in the agency provide direct or indirect assistance to over 100 countries around the world to help them improve their aviation systems. The United States is the largest contributor of technical and financial support to the International Civil Aviation Organization (ICAO), which represents 190 of the world's civil aviation authorities.

While the worldwide air accident rate has improved over the last ten years, the rate is higher in parts of the world where major growth is forecast to occur over the next century. In this environment, API must work with our international partners to be able to ensure that the flying public is able to travel as safely and efficiently abroad as at home.

A more detailed description of each objective and its supporting initiatives and performance targets follows:

International Leadership Strategic

➤ Flight Plan Target: CAST Safety Enhancements

Work with the Chinese aviation authorities and industry to adopt 27 proven Commercial Aviation Safety Team (CAST) safety enhancements by FY 2011. This supports China's efforts to reduce commercial fatal accidents to a rate of 0.030 fatal accidents per 100,000 departures by FY 2012. FY 2010 Target: 4 CAST Safety Enhancements

Strategic Initiative: Presidential Safety Programs

Implement civil aviation safety programs to support the Administration's initiatives.

Strategic Activity: Increased Leadership Presence

API will work with the FAA lines of business, the Department of State and the donor community to support technical assistance to Afghanistan and Iraq.

Activity Target 1: Post additional staff in Afghanistan after funding is received from DOS or other sources and approval is granted by FAA senior management. Due September 30, 2010

Activity Target 2: Support DOT program initiative in Afghanistan and Iraq. Due September 30, 2010

Activity Target 3: Support DOD program to enhance Afghanistan air/ground communication system. Due August 31, 2010

Activity Target 4: Initiate additional training program for Afghan civil aviation. Due August 31, 2010

Activity Target 5: Develop summary of Afghan civil aviation issues in English and Dari to facilitate understanding. Due September 30, 2010

Strategic Initiative: Improve ICAO SARPs

Prioritize agency efforts to improve ICAO Standards and Recommended Practices (SARPs) to reflect advances in U.S. technologies, practices and procedures, and work with the international community to implement SARP changes.

Strategic Activity: Improve Priority ICAO SARPs

Coordinate FAA-wide efforts at improving priority ICAO SARPs. Identify legal and procedural changes to achieve ICAO endorsement of external standards development work from qualified organizations.

Activity Target 1: Implement action plan to execute our Priority SARPs Work Plan. Due September 30, 2010

Activity Target 2: Support ICAO's efforts towards harmonizing future air transportation systems. Consider preparing a working paper for the 37th ICAO Assembly on this effort. Due September 30, 2010

Activity Target 3: Provide API-1 with a mid-year report on progress. Due April 30, 2010

Strategic Initiative: Support ICAO

Provide U.S. leadership to facilitate the modernization of ICAO operations and guidance to the global aviation community.

Strategic Activity: Global Strategy for Aviation Safety

Coordinate FAA-wide efforts to support the ICAO global safety initiatives and programs.

Activity Target 1: Provide management oversight of FAA's policies of and participation in regional safety forums and support to the U.S. Mission on the continuous monitoring approach and State Safety Programs). Due September 30, 2010

Activity Target 2: Monitor ICAO regional safety initiatives. Analyze the relationship between COSCAP, Regional Aviation Safety Teams, and Regional Safety Oversight Organizations. Due September 30, 2010

Activity Target 3: Provide a mid-year update to API-1 on FAA's activities in support of global safety initiatives. Due April 15, 2010

Strategic Activity: ICAO Assembly

Coordinate USG-wide activities in preparation for the 37th ICAO Assembly in September 2010.

Activity Target 1: Develop timeline for Assembly preparations and establish U.S. working group. Due December 31, 2009

Activity Target 2: Identify topics for U.S. working and information papers. Due February 28, 2010

Activity Target 3: Submit U.S. papers to ICAO. Due June 30, 2010

Activity Target 4: Identify U.S. delegation. Due July 15, 2010

Strategic Activity: High-Level Safety Conference

Coordinate USG-wide activities in preparation for the ICAO High-Level Safety Conference in March 2010.

Activity Target 1: Develop timeline for conference preparations and establish U.S. working group. Due October 31, 2009

Activity Target 2: Identify topics for U.S. working and information papers. Due January 30, 2010

Activity Target 3: Submit U.S. papers to ICAO. Due February 28, 2010

Activity Target 4: Identify U.S. delegation. Due February 28, 2010

Strategic Initiative: Promote FAA Recommendations and Policies

Strategically influence international aviation safety, capacity, and efficiency by promoting FAA recommendations and policies at key international venues.

Strategic Activity: Update and enhance the JPDO NextGen International Strategy

Update and enhance the Joint Planning and Development Office (JPDO) NextGen International Strategy.

Activity Target 1: Ensure Senior Representatives are briefed on final strategy and are prepared to promote with global partners. Due September 30, 2010

Strategic Activity: Establish a function to provide international liaison

Establish a function to provide international liaison and coordination activities on NextGen global harmonization actions and initiatives.

Activity Target 1: Establish a function to provide international liaison and coordination activities on NextGen global harmonization actions and initiatives. Due September 30, 2010

Strategic Activity: Develop communications methods/media for global education and information sharing of U.S. NextGen activities.

Develop communications methods/media for global education and information sharing of U.S. NextGen activities.

Activity Target 1: Develop communications methods/media for global education and information sharing of U.S. NextGen activities. Due September 30, 2010

Strategic Activity: Policy Analysis

Continue work on API quality management system.

Activity Target 1: Develop draft SOP on agreements process. Due March 31, 2010

Activity Target 2: Begin coordination of API Order 1240.9 Due June 30, 2010

Activity Target 3: Finalize automation of International Visitors Program. Due September 30, 2010

➤ Flight Plan Target: International Aviation Development Projects

By FY 2013, arrange commitments for external funding for at least 35 aviation development projects (7 per year). FY 2010 Target: 7 projects

Strategic Initiative: International Aviation Development Projects Outreach

Work with FAA Lines of Business to develop international aviation projects, arrange external funding for these projects, and conduct outreach activities to transfer aviation development knowledge.

Strategic Activity: API-10 Policy Project Identification

Coordinate with Senior Representatives and FAA LOBs to identify and develop international aviation projects.

Activity Target 1: Identify and provide an initial list of international aviation projects under the Policy umbrella. Due November 30, 2009

Activity Target 2: Secure external funding commitments for one international aviation project under the Policy umbrella. Due September 30, 2010

Activity Target 3: Participate in at least two outreach activities with other U.S. Government agencies or non-U.S. donor organizations to share aviation development knowledge. Due September 30, 2010

International Leadership Core

➤ Core Business Target: New Agreement Development

Conclude 75% of agreements in this activity.

Core Business Initiative: Agreement and Contract Administration

This core business function includes the development, preparation and management of agreements and contracts including, but not limited to, bilateral aviation agreements, technical assistance, training, cooperative efforts, and research agreements, memoranda of agreement, annexes and appendices. It also includes the duties of a contracting officer's technical representative such as generating statements of work, approving invoices for payment and facilitating government/contractor relations.

Core Activity: API Technical Assistance Agreement Activities

Prepare, negotiate, and conclude technical assistance agreements that support the agency's international goals.

Activity Target 1: Follow FAA guidelines for 100% of the agreements concluded. Due September 30, 2010

Core Sub-Activity: Presidential Initiatives (Headquarters, ICAO (API HQ))

API-10 Policy will work with Afghan Ministry of Transport and Civil Aviation (MOTCA) and Iraq Civil Aviation Authority (ICAA) and Pakistan to conclude agreements and annexes and provide technical assistance as needed.

Activity Target 1: Develop technical assistance annexes to cover TDY or longer-term assignments to the ICAA. Due September 30, 2010

Activity Target 2: Oversee the development, implementation and completion of remaining projects funded under the current AML/API Service Order. Due September 30, 2010. (interim targets: AML development of milestones, timelines and spending plans October 31, 2009; AML award contracts December 31, 2009; AML oversee contract performance and completion of projects September 30, 2010. Due September 30, 2010

Activity Target 3: Oversee FAA/Afghanistan acceptance of completed projects and plans (AML to provide in-country acceptance for its projects, expect at least 3 visits to Kabul). Due September 30, 2010

Activity Target 4: Hold quarterly program reviews for Afghan technical assistance. Due September 30, 2010

Activity Target 5: Support the USTDA-sponsored definitional mission to explore possible aviation technical assistance in Pakistan. Due December 31, 2009

Core Sub-Activity: ICAO Agreements (Headquarters, ICAO (API HQ))

Prepare, negotiate and deliver agreements with ICAO as necessary.

Activity Target 1: Ongoing - prepare agreements within assigned dates. Due September 30, 2010

➤ **Core Business Target: Senior Leadership Support**

Complete 90% of senior leadership preparations at least 5 days and follow up actions within 10 days after conclusion of each event.

Core Business Initiative: Senior Leadership Support

API plans, organizes, and conducts special events, conferences and summits that promote increased safety and efficiency of the global civil aerospace system in an environmentally sound manner. Also, API prepares FAA senior management, delegations and other USG officials for carrying out U.S. objectives at international events. Preparations include researching issues, briefing agency and USG officials, and developing position papers, presentations, background papers, briefing books, and country overviews on aviation-related matters. Follow-up actions include developing action items and issues lists with lead owners and required response dates; Submission of coordinated, approved trip reports for all FAA personnel to API and for the FAA Administrator to the Office of the Secretary; and Letters of Appreciation, as appropriate.

Core Activity: Senior Leadership Support

This includes all activities for planning, organizing, conducting and follow-up for special events, conferences and meetings and preparing senior management in achieving U.S. objectives at these events.

Activity Target 1: All preparations are completed in a timely and efficient manner and support U.S. aviation objectives. Due September 30, 2010

Activity Target 2: All follow-up actions are completed within ten working days after conclusion of conferences, meetings and travel. Due September 30, 2010

Core Sub-Activity: High-Level Meeting on Climate Change (Headquarters, ICAO (API HQ))

Coordinate FAA activities in preparation for the ICAO High-Level Meeting on International Aviation and Climate Change in October 2009.

Activity Target 1: Develop relevant briefing materials for the Administrator and FAA delegation. Due October 6, 2009

Activity Target 2: Hold delegation meeting with the FAA Administrator. Due October 6, 2009

Core Sub-Activity: ICAO Civil/Military Forum (Headquarters, ICAO (API HQ))

Coordinate FAA activities in preparation for the ICAO High-Level Meeting on International Aviation and Climate Change in October 2009.

Activity Target 1: Coordinate briefing materials for the ICAO High-Level Meeting on International Aviation and Climate Change. Due October 31, 2009

Activity Target 2: Hold delegation meeting with the FAA Administrator. Due October 31, 2009

Core Sub-Activity: FAA/API Meetings and Conferences (Headquarters, ICAO (API HQ))

Coordinate FAA/API International Meetings and Events.

Activity Target 1: Hold at least two International Stakeholders meetings at Headquarters. Due September 30, 2010

Activity Target 2: Coordinate 2nd International Forum and complete follow-up actions within 10 working days of meeting. Due March 31, 2010

Activity Target 3: Assist AVS by providing international input for the Annual FAA International Safety. Due September 30, 2010

➤ Core Business Target: New Policy Development and Delivery

Complete 75% of policy development activities by established deadlines.

Core Business Initiative: Policy Development and Coordination

Develop, research, analyze, monitor and coordinate USG and FAA positions and policies on international aviation issues.

Core Activity: Interagency Group on International Aviation

Work with Interagency Group on International Aviation (IGIA) members and stakeholders to improve the efficiency and effectiveness of the IGIA process.

Activity Target 1: Conduct regular meetings with the IGIA points of contact and the U.S. Air Navigation Commissioner to provide the LOBs with the opportunity to discuss with their respective counterparts issues and processes being developed within their respective organizations. Due September 30, 2010

Activity Target 2: Distribute IGIA tracking worksheet at least twice per month. Due September 30, 2010

Activity Target 3: Oversee contractor development of web-based workflow and document management tool for IGIA. Conduct biweekly meetings with contractor, either on-site or offsite, to monitor production and development of application. Monitor system testing and deployment of tool. Providing training and transition support to IGIA members and stakeholders including USG agencies, LOBs and industry observers. Due September 30, 2010

Core Activity: Global Policy Issues

Develop international policy and responses to policy issues as they arise.

Activity Target 1: Develop international policy or response to policy issues as required and report to API-20 quarterly during FY 2008. Due September 30, 2010

Core Activity: ICAO Fellowship Program

Review ICAO Fellowship Program policy.

Activity Target 1: Identify Fellowship positions in coordination with ICAO and solicit qualified FAA candidates for placement. Due September 30, 2010

➤ **Core Business Target: International Training**

Coordinate 90% of International Training requested by counterpart civil aviation authorities excluding classes cancelled by the requesting organization or country.

Core Business Initiative: International Training Programs

FAA International Training Programs provide training to counterpart civil aviation authorities and others to improve the safety and efficiency of global aviation systems.

Core Activity: International Training Secretariat

The API International Training Secretariat will work with the FAA Academy to promote international training opportunities in FY 2010.

Activity Target 1: Work with the Academy to hold a forum to discuss global training opportunities in FY 2010. Due September 30, 2010

Activity Target 2: Highlight the FAA Academy's capabilities across lines of business. Due September 30, 2010

➤ **Core Business Target: Manage International Relationships**

Respond to customer inquiries for assistance and provide relevant information within 7 working days of receipt of request.

Core Business Initiative: Manage International Relationships

FAA Senior Representatives and API desk officers manage the bilateral relationships between the FAA and its international counterparts and coordinate the FAA's activities in regional and multilateral aviation organizations, including the International Civil Aviation Organization (ICAO). This core business function covers the activities of FAA Senior Representatives and API desk officers in providing diplomatic, representational, and program support of FAA's international activities, and fostering and maintaining relationships. Progress on these activities can be affected by any of the parties involved.

Core Activity: International Civil Aviation Day

API will plan and carry out International Civil Aviation Day in accordance with the worldwide celebration approved by the ICAO Council.

Activity Target 1: (1) Prepare concept paper by November 2, 2009. (2) Hold Agency event on December 6, 2009. Due September 30, 2010

Core Activity: FAA-ICAO Relationship

Increase relationship between FAA and ICAO by working through API ICAO desk officer and Steve Creamer, Commissioner at the U.S. Mission to ICAO.

Activity Target 1: Monitor, coordinate, and influence ICAO processes and decisions affecting US aviation interests. Report out to the appropriate stakeholders as needed and present feedback to U.S. Mission. Due September 30, 2010

➤ Core Business Target: Core Business Measure: International Strategies

Coordinate all Regional Strategies with Lines of Business and Staff Offices.

Core Business Initiative: Developing International Leadership Strategies

To align agency international priorities, the API staff is developing regional strategies. These strategies serve as the platform for coordinating FAA's international efforts. The strategies will also be used to project future Flight Plan initiatives, Business Plan activities and transition to new leadership.

Core Activity: International Leadership Strategies

Develop strategies to ensure the international activities of FAAs lines of business and staff offices are integrated.

Activity Target 1: Update International Priorities document, defining international priorities along with determining the agency's overseas presence. Coordinate with Lines of Business and Staff Offices. Due March 31, 2010

Activity Target 2: Identify and develop new strategic activities to address emerging opportunities through regular international update meetings, at least four times per year. Due September 30, 2010

Activity Target 3: Stakeholder Outreach: Communicate international leadership strategies and activities to key stakeholder companies and regional organizations at least twice during the fiscal year. Due September 30, 2010

Core Activity: Manage APIs planning and tracking processes

Using agency prescribed deadlines, draft API business plan and facilitate discussion of strategic and core activity throughout the fiscal year.

Activity Target 1: Manage change request process to update business plan as needed within agency established deadlines. Due April 30, 2010

Activity Target 2: Manage process to refresh FY 2011 API business plan. Due September 30, 2010

Activity Target 3: Develop a job aid for business plan process for new API planners. Due March 31, 2010

Activity Target 4: Re-engineer process and develop tool that will facilitate the entry and reporting of business plan activities. Due April 30, 2010

Activity Target 5: Improve the current format of IBIS report. Due April 30, 2010

Activity Target 6: Develop a new method of tracking tool for Short Term Incentives (STI) for Executive's review within API. Due December 31, 2009

Overview (Organizational Excellence)

API helps the line organizations in the agency provide direct or indirect assistance to over 100 countries around the world to help them improve their aviation systems. The FAA workforce is a key component of this effort. It is FAA employees who respond to the needs of our international customers through advice, training, and technical assistance.

API sees effective management of the workforce as a critical element in providing value-added customer support to our international clients. Through improved management based on reliable data FAA employees can continue to delivery quality customer service.

Organizational Excellence Core

➤ **Core Business Target: Crisis Response Working Group and Emergency Preparedness**

Timely coordination of issues related to hostile situations abroad and publication of emergency preparedness plans for the Office of International Aviation

Core Business Initiative: Present API Emergency Preparedness Plan

Represent API in FAA programs dealing with Pandemic Preparedness, Continuity of Operations and other emergency activities; Manage Crisis Response Working Group on hostile situations abroad

Core Activity: API/FAA Pandemic Preparedness

Participate in FAA Pandemic Preparedness monthly meetings, brief API management on initiatives and participate in exercises.

Activity Target 1: Update API Pandemic and Emergency Preparedness plan. Due September 30, 2010

Core Activity: Manage FAA's Crisis Response Working Group

Convene Crisis Response Working Group (CRWG) on Hostile Situations Abroad, as required and coordinate with U.S. government agencies and departments in response to Crisis Response Working Group assignments.

Activity Target 1: Draft at least 80 percent of the CRWG recommendations to the Crisis Response Steering Group within one business day following the group's decisions. Due September 30, 2010

Core Activity: Building Emergency Preparedness

Maintain the list of 6th floor building emergency wardens (FOB-10B) and ensure training and supplies for emergency wardens.

Activity Target 1: Update the list of 6th floor building emergency wardens (FOB-10B) and arrange training and supplies for emergency wardens. Due September 30, 2010